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Board of Trustees Meeting Packet, January 19, 1995

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ATTACHMENT I

FRAMINGHAM STATE COLLEGE

BOARD OF TRUSTEES

January 19, 1995

Present: Trustees Hilgenkamp, Chair; Fessenden, Vice Chair; Cheng; Flaherty; Greenblatt; Johnson; Lepore; Weinroth; Wiggin; Zildjian; and President Weller.

Absent: Trustee Buckley.

Chair Hilgenkamp called the meeting to order at 7:20 p.m.

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On motion duly made and seconded, it was

VOTED: Unanimously, to approve the November 17, 1994 minutes, as presented.

* * * * *

Report of the Chair

Chair Hilgenkamp stated that Trustees and Administrators attended a two-day Planning Session on Friday, December 16 and Saturday, December 17, 1994 to discuss the implementation of a two-year planning process for the College's Strategic Plan, 1994 - 2003. The process includes the formation of three College Committees and five Overlay Committees which are crucial to the preparation of the plan and the future of Framingham State College.

Chair Hilgenkamp expressed her sincere appreciation to Trustees and members of the College community who have supported and contributed to the College's fund raising campaign.

Report of the Task Forces

Report of the Personnel Task Force

Trustee Wiggin, Chair of the Personnel Task Force, stated that the Personnel Task Force members met at 4:30 p.m., today, January 19, 1995, in the V.I.P. Room of the D. Justin McCarthy College Center, to review and discuss Personnel Actions (Attachment A). Director of Affirmative Action and Human Rights Jack Ling and Vice President for Academic Affairs Helen Heineman joined members of the Personnel Task Force to discuss and update issues relating to personnel.

* * * * *

On motion duly made and seconded, it was

VOTED: Unanimously, to approve Personnel Actions for Full-Time Appointments, Full-Time Temporary Appointments, Reappointments, Reappointment Corrections, Visiting Lecturers, and Sabbaticals, as presented (Attachment A).

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On motion duly made and seconded, it was

VOTED: Unanimously, to approve the Office of Graduate and Continuing Education 03 Personnel Actions for the Fall 1994, as presented (Attachment A).

* * * * *

Report of the Budget Task Force

Trustee Lepore, Chair of the Budget Task Force, read the Report of the Budget Task Force (Attachment B).

Report of the Planning Task Force

Trustee Weinroth, Chair of the Planning Task Force, stated that Task Force members agreed to accept the Draft Outline of the Strategic Planning procedure. He noted that the time schedule, as outlined, will be subject to revision due to the time frame imposed by the Higher Education Coordinating Council in its planning process for 1994-95. The Plan includes the formation of three College Committees and five Overlay Committees which will be appointed to begin the planning process. In an effort to coordinate and communicate the work of the planning committees, Chair Weinroth requested that a schedule be developed to arrange meetings with members of the Trustee Planning Task Force and the Strategic Planning Steering Committee.

Report of the President

Vice President for Academic Affairs Helen Heineman reported the following:

- ... The Search process for the Horace Mann and Christa Corrigan McAuliffe Visiting Professorships will close on January 20, 1995. To date, 173 applications have been received and distributed to the relevant academic departments for review.
- ... The Search Committee for a new Director of the Danforth Museum held their first meeting on January 17, 1995.

- ... A very successful all-day Chairs' Retreat was held on January 18, 1995, with all Department Chairs in attendance. The two morning sessions included an overview of the preparation and challenges involved with the implementation of the new General Education Program. Following lunch, the afternoon session included a very informative presentation by Higher Education Coordinating Council Deputy Counsel Carol Wolff Fallon, on the Americans with Disabilities Act (ADA).

In response to questions that arose concerning what effects the new General Education Model will have on the diversification of the campus and enhancement of minority students and faculty, Dr. Heineman stated that the new Model has been designed to address these specific issues. The Academic Affairs staff has been continually working with the Student Services staff and Director of Affirmative Action and Human Rights Jack Ling to preserve and intensify the College's Affirmative Action goals.

Vice President for Student Services Wendy Noyes reported the following:

- ... Search Committees for the Campus Police Lieutenant and Director of Orientation are on-going. Thanks to the assistance of Dr. Jack Ling, a diverse pool of applications has been received for both searches. Both search processes are expected to be completed with the recommendations submitted to the Trustees at the March 23, 1995 meeting of the Board.
- ... In an effort to intensify the College's diversity efforts, the Student Services Staff continues it's ongoing programs.
 - . Thanks to the generosity of the Reebok Foundation and MVP Sports, certificates were received to support the College's Diversity Initiative Efforts. A three-on-three basketball intramural program, designed to involve players on the same team who might not choose to be on the same team, was held in November, 1994. Proud winners were awarded certificates for the purchase of athletic equipment. Due to the success of this program, plans are underway to coordinate a similar program for the Spring, 1995 semester.
 - . Thanks to the efforts of the Development Office, grant monies received from Shawmut Bank and Ocean Spray Cranberries will be used to host a student retreat, emphasizing student leaders of color, in Falmouth, Massachusetts on February 3-4, 1995. Seven staff members will be joining more than 94 students registered for this informative leaders for campus understanding conference.
 - . The second in a series of "As We Speak" forums will be held on January 31, 1995. The theme, "Who's In, Who's Out", will include student presentations and discussions to help define what it means to be different and how we perceive differences as they relate to religion, culture, ethnicity, gender, disabilities, sexuality, physical features and student status on campus.

- . Sixty-five staff from the Office of Student Services attended a very informative on-campus Staff Development Day on January 17, 1995. The conference theme entitled, "The New Resolution Solution", was well received and proved to be a very productive day for all.
- . Discussions regarding reduced membership costs, including transportation for students and staff at the College, continue with Mr. Steve Ratner from the Suburban Health Club in Framingham. Negotiations are encouraging, and additional information will be available at the March 23 meeting of the Board.

Dean of Admissions Services Philip Doohar distributed material describing Framingham State College's participation in the Dual Enrollment Program, as authorized by the Education Reform Act of 1993 and established by the Executive Office of Education on August 15, 1994. The program permits high school students who have attained a 3.0 (B) or better grade point average to enroll in college-level courses.

Dr. Doohar reported that 531 applications have been received for the Spring 1995 semester, with 398 acceptances offered. To date, a total of 322 confirmations have been received, reflecting 58% female and 42% male. The commuter population continues to increase, with only 72 students requesting on-campus housing. The acceptances reflect a very diverse group including nine international students, 115 students age 25 or older, and 8.1 percent representing students of color.

Executive Assistant to the President and Associate Vice President Michael Fiorentino reported the following:

- ... The MetroWest Economic Research Center (MERC) was established in 1992 by faculty members from the Department of Economics and Business Administration. Under the directorship of Professor Maureen Dunne, the Center collects and analyzes data. MERC assists and provides local businesses within the MetroWest area with information and commentary on issues related to businesses and economic growth. Due to the expansion and increase in research information received and prepared by the Center, faculty members are able to seek new avenues of support for the Center.
- ... The Stalker Institute, under the direction of Director Patricia Luoto, serves as a Nutrition and Food Service resource and collaborative type program with the Massachusetts Department of Education. The Center has been very active, with more than \$100,000 secured in grant monies this year. The Center provides workshops and courses for people involved in the food service area, with this year's major project involving a menu planning project for public schools. Since 1987 the program has grown from serving approximately 150 people, to more than 1,300 today.

... The McAuliffe/Challenger Centers have been very active. To date, the Center has a full flight schedule through September, 1995. Thanks to the assistance of the Development Office, receipt of grant monies for the support of the Centers continues. The Centers support and sponsor a number of activities, including, the Annual Remembrance Day, the McAuliffe National Fellows Conference, the McAuliffe Scholarship Program, the Bowie State Exchange, the Superintendents Lyceum/Lecture Series, as well as many other events.

Director of Development Nancy Haverstock reported the following:

... Corporate and foundation awards received to date include: The Sudbury Foundation, \$20,000 over a two-year period in support of the Challenger Center; NYNEX, a firm pledge for \$8,000 over a two-year period in support of the Challenger Center; SAGE Laboratories, \$1,000 over a two-year period in support of the Challenger Center; Ocean Spray Cranberries, \$2,000 for the Student Services Campus Leaders Training Program; Marciano Sporting Goods, gifts-in-kind valued at \$300 in support of the Student Services Intramural Program; MVP Sports, gift certificate valued at \$100 in support of the Student Services Intramural Program; Sequoia Systems, a firm pledge for \$1,000 in support of the Challenger Center.

Pending submissions totaling \$100,500 in support of the Challenger Center include: Banyan Systems, \$5,000; Boston Scientific, \$10,000; Citizens Bank, \$2,000; Commonwealth Gas Company, \$4,000; Hiatt Foundation, \$15,000; Arthur D. Little Company, \$3,000; Medway Savings Bank, \$2,500; Millipore Foundation, \$10,000; Motorola Company, \$10,000; New England Power, \$5,000; Poitras Foundation, \$15,000; Powersoft Company, \$3,000; Texas Instruments, \$1,000; and Williams Foundation, \$15,000.

Ms. Haverstock recognized former proposal and grants writer Carol Taylor for her expertise and outstanding work in preparing grant submissions for the College.

... The Annual Fund Campaign is underway. During the Fall 1994, phonathon pledges in the amount of \$21,890 were received from more than 860 Alumni. As of January 12, 1995, \$12,006 has been received. Special thanks to members of the Trustees and Foundation Board for their contributions to Framingham State College's Annual Fund.

... The Spring Phonathon activities will begin on February 5, 1995 and continue through mid-March. Telephone calls will be made to more than 9,000 Alumni and 3,000 Parents.

Director Haverstock expressed her gratitude to and appreciation to Mrs. Elenore Parker and Mr. Don James from Parker & James Communications for their excellent public relations assistance with College activities and events.

Trustee Michelle Flaherty expressed her gratitude to Director Haverstock for her outstanding efforts in the development area. She offered her support and assistance in future development efforts.

President Weller reported the following:

- ... Due to the resignation of Danforth Museum Director Robert Evans, founding member of the Danforth and Framingham State College Professor of Art Emerita Leah Lipton is serving as Acting Chair until the search for a new director is completed.
- ... Special thanks to Director Nancy Haverstock and her staff for their work in the development and fund raising efforts. The College has just received a \$1 million dollar gift for the establishment of endowment fund in the name of Alum Marion Scherner Leonhard, Framingham State College Class of 1965.
- ... Collective Bargaining negotiations continue. The Council of Presidents has reached an agreement with the DGCE contract for evening faculty. The DGCE contract is scheduled to be ratified by union members within the next week.

The Council of Presidents has reached agreement on a salary package for MSCA day faculty, totalling approximately 18 percent over the next three years. In addition, discussions include a new governance structure, and the restructuring of criteria and procedures for evaluations in determining tenure, promotions, and reappointments. These proposals are not being viewed favorably by the union. To date, the Council of Presidents has not received approval from the Higher Education Coordinating Council, as the employer, to negotiate a salary increase package. Chancellor Koplik has been working closely with staff from the Offices of Administration and Finance and the Secretary of Education to reach an agreement for approval of a financial package.

Chair Hilgenkamp recognized Dr. Robert Wallace, President of the Framingham State College Professional Association, in his request to address members of the Board.

Dr. Wallace expressed his appreciation, once again, for the opportunity to speak to members of the Board on behalf of the Faculty and Librarians of the College.

Dr. Wallace stated that he wished to update Board members on the status of the MSCA contract, noting that there are many obstacles before the contract becomes binding. As State employees, Governor Weld must accept the responsibility of paying our bills. The on-going correspondence from Secretary of Administration and Finance Charles Baker and Dr. Michael Hooker from the University of Massachusetts, leads me only to believe that the attention is being directed to political action on Beacon Hill.

Campus life remains uncertain, with the possibility of some dramatic spring job action being contemplated. And, why not, since the Association has just learned of radical changes in contract language proposed by the Council of Presidents which altered the mood of the union members rather quickly. Why has the Council of Presidents taken this approach at this inopportune time?

In closing, I thank the members of the Framingham State College Board of Trustees who have always been supportive, and ask for your continued assistance in any contacts you are able to make in expediting the ratification of our Contract. Other campuses don't enjoy such collegial support by their Board Members, and I again thank you for your concern and continued support.

There being no further business, the meeting adjourned at 9:00 p.m.

Respectfully submitted,



Ramona K. Hilgenkamp, Chair
Framingham State College Board of Trustees



Paul F. Weller, Executive Secretary
Framingham State College Board of Trustees

January 19, 1995

Page 1 of 6

PERSONNEL ACTIONSFULL TIME APPOINTMENTS

Call, Robert L.	Staff Assistant Network Support Technician Computer Services	Effective: 12/11/94 Annual Salary: \$30,000.36
Campbell, George T.	Staff Associate, Systems and Communications Repair Coord. Computer Services	Effective: 11/20/94 Annual Salary: \$35,000.16
Theroux, Chad	Staff Assistant, User Serv. Computer Services	Effective: 11/20/94 Annual Salary: \$27,500.20

FULL-TIME TEMPORARY APPOINTMENTS

Bliss, Virginia	Instructor Biology	Effective: 01/23/95 - 05/31/95 Salary: \$26,702.00 Annual
Masembe, Harriet	Associate Professor/ Christa Corrigan McAuliffe Chair	Effective: 01/23/95 - 05/31/95 Salary: \$38,508.28 Annual
McCaul, Joseph	Instructor Computer Science	Effective: 01/23/95 - 05/31/95 Salary: \$26,700.44 Annual
Nyangani, Daniel	Assistant Professor History/Sociology	Effective: 01/23/95 - 05/31/95 Salary: \$38,000.04 Annual
Stanford-Pollock, M. A.	Assistant Professor Psychology	Effective: 01/23/95 - 05/31/95 Salary: \$34,560.76 Annual

REAPPOINTMENT

Carroll, Margaret	Assistant Professor Biology	Effective: Academic Year 1995 - 1996
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REAPPOINTMENT CORRECTIONS

Burke, Mary	Assistant Professor Art/Music	Effective: Academic Year 1994-1995 Should Be: Academic Year 1995-1996
Ding, John	Assistant Professor Econ. & Bus. Admin.	Effective: Academic Year 1994-1995 Should Be: Academic Year 1995-1996
Greenleaf, Richard	Assistant Professor Sociology	Effective: Academic Year 1994-1995 Should Be: Academic Year 1995-1996
Kimmons, Janice	Assistant Professor Home Economics	Effective: Academic Year 1994-1995 Should Be: Academic Year 1995-1996
McCarthy, Desmond	Assistant Professor English	Effective: Academic Year 1994-1995 Should Be: Academic Year 1995-1996
Scandrett, Julia	Assistant Professor English	Effective: Academic Year 1994-1995 Should Be: Academic Year 1995-1996
TePaske, Derrick	Instructor Communication Arts	Effective: Academic Year 1994-1995 Should Be: Academic Year 1995-1996

VISITING LECTURERS

Abegg, Mary	Education	Effective: 01/22/95 - 05/31/95 Salary: \$1,819.00
Abelli, Linda	Computer Science	Effective: 01/22/95 - 05/31/95 Salary: \$1,819.00
Baiano, Deborah	Sociology	Effective: 01/22/95 - 05/31/95 Salary: \$6,664.00
Banerjee, Teri	Computer Science	Effective: 01/22/95 - 05/31/95 Salary: \$1,819.00

Berkowitz, Janine	Sociology	Effective: Salary:	01/22/95 - 05/31/95 \$1,819.00
Berkowitz, Rita	Art/Music	Effective: Salary:	01/22/95 - 05/31/95 \$1,819.00
Beyer, James	English	Effective: Salary:	01/22/95 - 05/31/95 \$6,664.00
Brauner, Phyllis	Chemistry & Food Science	Effective: Salary:	01/22/95 - 05/31/95 \$3,332.00
Breuning, Cornelia	Computer Science	Effective: Salary:	01/22/95 - 05/31/95 \$6,664.00
Burgess, Susan A.	English	Effective: Salary:	01/22/95 - 05/31/95 \$3,332.00
Clemente, Paul	Computer Science	Effective: Salary:	01/22/95 - 05/31/95 \$3,332.00
Crawford, Roger	Econ. & Bus. Admin.	Effective: Salary:	01/22/95 - 05/31/95 \$3,332.00
Cutler, Joyce	Mathematics	Effective: Salary:	01/22/95 - 05/31/95 \$6,664.00
Dargan, Susan	Sociology	Effective: Salary:	01/22/95 - 05/31/95 \$6,664.00
Davis, Frances	Chemistry & Food Science	Effective: Salary:	01/22/95 - 05/31/95 \$6,664.00
DeVasto, Carl	English	Effective: Salary:	01/22/95 - 05/31/95 \$6,664.00
Dwinnel, Roland	Econ. & Bus. Admin	Effective: Salary:	01/22/95 - 05/31/95 \$6,664.00
Eastman, Jennifer	Econ. & Bus. Admin.	Effective: Salary:	01/22/95 - 05/31/95 \$3,332.00
Follows, Robert	Computer Science	Effective: Salary:	01/22/95 - 05/31/95 \$1,819.00
Grossman, Beth	Home Economics	Effective: Salary:	01/22/95 - 05/31/95 \$1,819.00
Hakansson, Carl	Geography	Effective: Salary:	01/22/95 - 05/31/95 \$1,819.00

Hannigan, Joseph	Computer Science	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Hartshorn, Lauren	Modern Language	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Horvitz, Simeon	Econ. & Bus. Admin.	Effective: 01/22/95 - 05/31/95 Salary: \$6,664.00
Howland, John	Computer Science	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Joyce, Kelly	Sociology	Effective: 01/22/95 - 05/31/95 Salary: \$1,819.00
Kaplan, David	Biology	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Keats, Maxine	English	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Kenney, Dennis	Computer Science	Effective: 01/22/95 - 05/31/95 Salary: \$1,819.00
Killory, J. F.	Psychology	Effective: 01/22/95 - 05/31/95 Salary: \$6,664.00
Kirk, Matthew	Computer Science	Effective: 01/22/95 - 05/31/95 Salary: \$1,819.00
Lawless, Lucille	Sociology	Effective: 01/22/95 - 05/31/95 Salary: \$6,664.00
Lombardi, Donna	Home Economics	Effective: 01/22/95 - 05/31/95 Salary: \$1,819.00
Merson, Ray	History	Effective: 01/22/95 - 05/31/95 Salary: \$6,664.00
Messina, Mariane	English	Effective: 01/22/95 - 05/31/95 Salary: \$6,664.00
Miller, Cheryl	Biology 1.5 course equiv.	Effective: 01/22/95 - 05/31/95 Salary: \$2,728.00
Muskopf, Teresa	Home Economics	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Porter, Sheila	Nursing 1.5 course equiv.	Effective: 01/22/95 - 05/31/95 Salary: \$2,728.00

Ramsay-Swartz, Sharon	Psychology	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Ritter, Jeff	Communication Arts	Effective: 01/22/95 - 05/31/95 Salary: \$6,664.00
Sederman, Celia	Nursing	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Sporte, Susan	Mathematics	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Stillman, Michael J.	Biology 2.25 course equiv.	Effective: 01/22/95 - 05/31/95 Salary: \$4,092.75
Tita, William T.	Econ. & Bus. Admin.	Effective: 01/22/95 - 05/31/95 Salary: \$6,664.00
Tormo, Anne	Physics	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
VanLeuvan, William	Econ. & Bus. Admin.	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Washington, Janet	Home Economics	Effective: 01/22/95 - 05/31/95 Salary: \$1,819.00
Waters, Alan	Sociology	Effective: 01/22/95 - 05/31/95 Salary: \$1,819.00
White, Jonathan	Sociology	Effective: 01/22/95 - 05/31/95 Salary: \$3,332.00
Wu, Alan	Computer Science	Effective: 01/22/95 - 05/31/95 Salary: \$1,819.00

SABBATICALS

Allen, Malwina	Chemistry	Effective: Fall, 1995
Ambacher, John	Politics	Effective: Fall, 1995
Beck, Robert	Chemistry	Effective: Spring, 1996
Cannelli, Jean	Education	Effective: Spring, 1996

Eng, James	Art/Music	Effective: Spring, 1996
Flynn, Judy	Home Economics	Effective: Fall, 1995
Irwin, Regina	Home Economics	Effective: Spring, 1996
Kiess, Hal	Psychology	Effective: Spring, 1996
Marcoux, Marcene	Sociology	Effective: Academic Year 1995 - 1996
Melegian, Edward	Art/Music	Effective: Spring, 1996
Najjar, Yaser	Geography	Effective: Spring, 1996
Previte, Joseph	Biology	Effective: Fall, 1995
Price, Martin	Mathematics	Effective: Spring, 1996
Rogers, Mary	Econ. & Bus. Admin.	Effective: Academic Year 1995 - 1996
Rosenbaum, Peter	Computer Science	Effective: Fall, 1995
Tischler, Henry	Sociology	Effective: Fall, 1995
Walcovy, Donna	Communication Arts	Effective: Academic Year 1995 - 1996
White, Michael	Geography	Effective: Fall, 1995

Personnel Actions
Office of Graduate and Continuing Education
-03 Contractor Appointments
Fall 1994
Addendum

Mr. Saul Auslander	Health	Visiting Professor	\$2,868.00
Ms. Elizabeth Beck	Home Ec	Visiting Instructor	2,268.00
Ms. Frances Davis	Chemistry	Visiting Instructor	2,468.00
Dr. Carl DeVasto	English	Visiting Assistant Prof. took over for Catherine McLaughlin	1,378.00
Dr. Antone Dias	Psychology	Visiting Assistant Prof.	2,400.00
Dr. Peter Dittami	Education	Visiting Assistant Prof. reflects change in rank	132.00
Mr. Brendan Egan	Health	Visiting Instructor	2,468.00
Dr. Leonard Flynn	Psychology	Visiting Professor	2,868.00
Dr. Richard Grozier	History	Visiting Professor	2,668.00
Dr. Leslie Hergert	Education	Visiting Instructor split with Blumer	1,134.00
Ms. Kelly Joyce	Sociology	Visiting Instructor	2,268.00
Dr. Harry Julia	Psychology	Visiting Professor	2,868.00
Mrs. Jane Laucks	Psychology	Visiting Instructor Practicum/Internship	1,701.00
Mr. Kevin Malley	Politics	Visiting Instructor	2,468.00
Mrs. Catherine McLaughlin	English	Visiting Associate Prof. correction from 2,736.00	1,276.00
Ms. Martha Meaney	Economics	Visiting Assistant Prof.	2,400.00
Ms. Ruthanne Melancon	Education	Visiting Instructor	2,468.00
Mr. David Panagore	Politics	Visiting Instructor	2,268.00
Dr. Daniel Remillard	Psychology	Visiting Instructor	2,268.00
Dr. Peter Rosenbaum	Comp.Sci.	Visiting Associate Prof. Coop. Program 6 students	1,268.00

Mrs. Allison Rossiter	Health	Visiting Instructor	2,268.00
Dr. Julia Scandrett	English	Visiting Assistant Prof.	2,600.00
Ms. Patricia VanLeuvan	Economics	Visiting Instructor	2,268.00
Mr. William Zall	Economics	Visiting Instructor	2,268.00
Dr. Charlotte Zampini	Biology	Visiting Assistant Prof.	3,600.00
Total			\$55,109.00

FRAMINGHAM STATE COLLEGE

BUDGET TASK FORCE

JANUARY 19, 1995

The Budget Task Force met on Thursday, January 19, 1995 at 4:00 p.m. in the 1839 Room of the D. Justin McCarthy College Center at Framingham State College.

Trustees Present: Lepore, Chair; Flaherty; Greenblatt; and Zildjian

* * * * *

At the November meeting of the Trustees you reviewed the Chancellor's recommendation to HECC for the Fiscal Year 1996 College budget. The Administration and Finance Committee of HECC asked the Chancellor to revise his request and, on December 2, 1994, HECC approved a budget request for the system of \$753,323,984. The Framingham State College portion of the request is \$15,734,830, an amount 2.9% greater than the Fiscal Year 1995 appropriation. HECC approved budget materials are included as attachment A. The Governor will be making his recommendation next week. Staff will keep you informed.

* * * * *

Also at the November meeting, Vice President Horrigan presented a series of charts related to Fiscal Year 1994 College Revenue. This evening you will find expenditure data for Fiscal Years 1992, 1993 and 1994 in the folder distributed this evening. Since Fiscal Year 1992 total College expenditures have increased 16%; expenditures for employee compensation have increased 15.3%; equipment purchases 88%; and, as a result of the special appropriation for the construction for the McAuliffe/Challenger Center, expenditures for building improvements increased 477%. You also note that tuition revenue returned to the general fund increased 66% due primarily to the elimination of the Tuition Retention program.

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Vice President Horrigan reported that:

- ... Mrs. Donna Smith a Framingham State College Graduate (class of 1943) and member of the Foundation Board has contributed an additional \$6,000 (\$1,000 in a matching gift from the Raytheon Company) to the Adelina Acchione Cellucci Scholarship Trust Fund which was established March 15, 1990 in memory of her mother.
- ... Phase II of the Boston Edison Energy Efficiency Program is essentially completed, and we estimate energy savings of \$20,000 to \$25,000 per year.

- ... The renovation of the new snack bar at the Towers Residence Hall is nearly complete. The facility will open Tuesday, January 24. The area will serve Pizza, Subs, Buffalo Wings, Nacho's, Hot Dogs, Calzones, Ice Cream and various non-alcoholic beverages.
- ... During the Christmas break the Facilities Department remodeled the Education Department Laboratory and is in the process of improving other offices and areas within Dwight Hall.
- ... Computer Services Staff is still in the process of reviewing both hardware and software options to modify and improve College computer operations. Computer staff is also implementing WordPerfect 5.1 and the WordPerfect Office System for Administrative and Faculty use. A copy of the User's Guide is included with the material distributed this evening.
- ... There is no further information concerning the Ecumenical Center or the Physical Fitness Facility.

Coordinating Change and Improvement Through Fiscal Stability

The Fiscal Year 1996
Operating Budget Request for Higher Education

**Massachusetts
Higher Education Coordinating Council**

December 2, 1994



Framingham State College**Recommended****Mission Core Need****\$138,400**

Framingham State College plans to expend its mission core funding to support and enhance existing programs and services. This includes spending on instructional equipment, deferred maintenance, and inflationary costs.

Mission Initiatives**Academic Technology****Electronic Campus****\$100,000**

Funds to further the development of the "electronic campus" concept are requested for computers for a renovated classroom to be used as a computer laboratory and classroom.

Assessment and Advising**Assessment and Evaluation****\$50,000**

The 1994 NEASC Accreditation Report stressed the need for the College to increase and enhance the assessment and evaluation of the institution, its programs and the education of its students. These funds would be used to provide program support for expanded assessment and evaluation activities.

Enhancement of Academic Disciplines**Media and Communications Technology Program****\$125,925**

The proposed Media and Communications Technology Program represents a unique plan dedicated to the education and training of practicing professionals in the productive use of current, and rapidly changing technologies. Faculty and staff would be a key audience of this program.

Economic Development**Business and Economic Development Program****\$31,875**

Funds would be used to increase the services of the Economics and Business Administration Department and the MetroWest Economic Research Center (MERC) to local small businesses. Funds to develop the Business and Economic Development Program would primarily support graduate and research assistant support, as well as computer equipment.

Total Mission Initiatives Request**\$307,800****FY 1995 Support****FY 1995 Appropriation****\$14,951,822****FY 1995 McNair****\$13,653****FY 1995 Library****\$325,155****Total FY 1995 Support****\$15,290,630****Total Budget Recommendation****\$15,734,830****Total Percentage Increase over FY 95 Appropriation****2.9%**

System Summary

Massachusetts Higher Education Coordinating Council
Fiscal Year 1996 Budget Request

	FY 1995 State Appropriation	FY 1996 Increase Requested	FY 1996 Appropriation Request	Percentage Change
University of Massachusetts				
Direct State Appropriations	\$337,135,073	\$21,239,637	\$358,374,710	6.3%
Ronald E. McNair Programs*	\$1,174,190	\$0	\$1,174,190	0.0%
Educational Reference Materials	\$6,982,800		\$6,982,800	
Toxics Use Reduction Institute	<u>\$1,464,290</u>	<u>\$0</u>	<u>\$1,464,290</u>	<u>0.0%</u>
Total University Support	\$346,756,353	\$21,239,637	\$367,995,990	6.1%
State Colleges				
Direct State Appropriations	\$132,220,708	\$7,555,408	\$139,776,116	5.7%
Health and Welfare - State Colleges	\$1,000,393	\$21,855	\$1,022,248	2.2%
Ronald E. McNair Programs*	\$520,978	\$0	\$520,978	0.0%
Educational Reference Materials	<u>\$2,425,500</u>		<u>\$2,425,500</u>	
Total State Colleges Support	\$136,167,579	\$7,577,263	\$143,744,842	5.6%
Community Colleges				
Direct State Appropriations	\$145,986,772	\$9,143,450	\$155,130,222	6.3%
Health and Welfare - Community Colleges	\$1,180,695	\$86,045	\$1,266,740	7.3%
Ronald E. McNair Programs*	\$1,944,776	\$0	\$1,944,776	0.0%
Educational Reference Materials	<u>\$1,591,700</u>		<u>\$1,591,700</u>	
Total Community Colleges Support	\$150,703,943	\$9,229,495	\$159,933,438	6.1%
Educational Reference Materials Increase		\$770,000	\$770,000	7.0%
Accountability Initiatives		\$2,000,000	\$2,000,000	
Fund Raising Incentive Program**		<u>\$2,000,000</u>	<u>\$2,000,000</u>	
Sub-Total	\$633,627,875	\$42,818,395	\$676,444,270	6.8%
Higher Education Coordinating Council	\$3,243,253	\$165,000	\$3,408,253	5.1%
Reserve for Relocation of MECN and Financial Aid Offices		\$180,000	\$180,000	
Compact for Education	\$60,500	\$0	\$60,500	0.0%
Ronald E. McNair Programs - Private Institutions*	\$311,191	\$0	\$311,191	0.0%
Student Financial Aid	\$63,650,665			
Matching Student Aid***	<u>\$1,569,105</u>			
Student Aid*	\$65,219,770	\$3,250,000	\$68,469,770	5.0%
Tufts Veterinary Medicine	<u>\$4,450,000</u>	<u>\$0</u>	<u>\$4,450,000</u>	<u>0.0%</u>
Sub-Total	\$73,284,714	\$3,595,000	\$76,879,714	4.9%
Total Request	\$706,912,589	\$46,411,395	\$753,323,984	6.6%

* The Council may make adjustments following recommendations of the Student Financial Aid Task Force report.

** This matching program will provide one dollar for every three dollars of private funds raised by the institution.

*** Matching Student Aid funding will be recommended as part of the Cash Grant Program

Fiscal Year 1996 Budget Request - Summary by Institution

11/22/94

UNIVERSITY SUMMARY

	FY 1995 Appropriation	FY 1995 McNair	FY 1995 Library	FY 1995 Toxic Use	Total FY 1995 Support	FY 1996 Mission Core	FY 1996 Mission Enhancement	FY 1996 Mission Support McNair Library	FY 1996 Total Request	FY 1996 Requested Increase	Total Percent Increase
University System	\$337,135,073	\$1,174,180	\$6,982,800	\$1,464,290	\$346,756,353	\$11,390,774	\$9,848,863		\$367,995,990	\$21,239,637	6.1%

STATE COLLEGE SUMMARY

Bridgewater State College	\$21,173,008	\$58,958	\$391,346		\$21,623,312	\$869,182	\$475,000		\$22,967,494	\$1,344,182	6.2%
Fitchburg State College	\$17,950,531	\$60,792	\$293,929		\$18,305,252	\$0	\$485,438		\$18,790,690	\$485,438	2.7%
Framingham State College	\$14,951,822	\$13,653	\$325,155		\$15,290,630	\$136,400	\$307,800		\$15,734,830	\$444,200	2.9%
Massachusetts College of Art	\$9,190,434	\$32,313	\$184,720		\$9,407,467	\$105,597	\$331,025		\$9,844,089	\$436,622	4.6%
Massachusetts Maritime Academy	\$8,210,432	\$3,824	\$88,053		\$8,302,309	\$702,226	\$151,625		\$9,156,160	\$853,851	10.3%
North Adams State College	\$9,881,455	\$22,652	\$264,696		\$10,168,803	\$0	\$275,000		\$10,443,803	\$275,000	2.7%
Salem State College	\$22,221,056	\$107,747	\$351,074		\$22,679,877	\$1,162,696	\$485,000		\$24,327,573	\$1,647,696	7.3%
Westfield State College	\$14,119,768	\$105,571	\$220,339		\$14,445,678	\$482,264	\$210,000		\$15,137,942	\$692,264	4.8%
Worcester State College	\$14,572,202	\$115,468	\$306,188		\$14,993,858	\$994,905	\$381,250		\$16,370,013	\$1,376,155	9.2%
Sub-Total	\$132,220,708	\$520,978	\$2,425,500		\$135,167,186	\$4,453,270	\$3,102,138		\$142,722,594	\$7,555,408	5.6%
Health and Welfare - State Colleges	\$1,000,393				\$1,000,393	\$21,855			\$1,022,248	\$21,855	2.2%
State Colleges	\$133,221,101	\$520,978	\$2,425,500		\$136,167,579	\$4,475,125	\$3,102,138		\$143,744,842	\$7,577,263	5.6%

COMMUNITY COLLEGE SUMMARY

Berkshire Community College	\$6,691,736	\$52,625	\$82,884		\$6,827,245	\$66,167	\$248,000		\$7,141,412	\$314,167	4.6%
Bristol Community College	\$8,769,778	\$80,649	\$106,745		\$8,957,172	\$703,525	\$100,000		\$9,760,697	\$803,525	9.0%
Bunker Hill Community College	\$10,827,075	\$146,069	\$97,075		\$11,070,219	\$561,270	\$100,000		\$11,731,489	\$661,270	6.0%
Cape Cod Community College	\$6,923,380	\$35,955	\$100,686		\$7,060,021	\$442,805	\$142,000		\$7,644,826	\$584,805	8.3%
Greenfield Community College	\$6,040,152	\$44,378	\$85,563		\$6,170,093	\$302,282	\$159,750		\$6,632,125	\$462,032	7.5%
Holyoke Community College	\$10,352,615	\$104,853	\$124,477		\$10,581,945	\$460,583	\$262,500		\$11,305,028	\$723,083	6.8%
Massachusetts Bay Community College	\$7,796,267	\$69,859	\$99,738		\$7,965,864	\$445,918	\$300,000		\$8,711,782	\$745,918	9.4%
Massachusetts Community College	\$13,515,065	\$132,330	\$130,572		\$13,777,967	\$313,820	\$210,500		\$14,302,287	\$524,320	3.8%
Middlesex Community College	\$11,741,587	\$127,715	\$84,838		\$11,954,140	\$423,436	\$310,000		\$12,687,576	\$733,436	6.1%
Mount Wachusett Community College	\$6,657,962	\$85,385	\$95,429		\$6,838,776	\$465,761	\$100,000		\$7,404,537	\$565,761	8.3%
North Shore Community College	\$13,474,939	\$184,624	\$129,774		\$13,789,337	\$22,698	\$375,000		\$14,187,035	\$397,698	2.9%
Northern Essex Community College	\$11,453,638	\$282,211	\$124,376		\$11,860,225	\$925,306	\$250,000		\$13,035,531	\$1,175,306	9.9%
Quinsigamond Community College	\$8,475,022	\$56,155	\$120,777		\$8,651,954	\$569,189	\$145,000		\$9,366,143	\$714,189	8.3%
Roxbury Community College	\$8,223,851	\$389,993	\$76,467		\$8,690,311	\$0	\$255,000		\$8,945,311	\$255,000	2.9%
Springfield Tech. Community College	\$15,043,705	\$151,975	\$132,299		\$15,327,979	\$147,940	\$335,000		\$15,810,919	\$482,940	3.2%
Sub-Total	\$145,986,772	\$1,944,776	\$1,591,700		\$149,523,248	\$5,850,700	\$3,292,750		\$158,666,698	\$9,143,450	6.1%
Health and Welfare - Community Colleges	\$1,180,695				\$1,180,695	\$86,045			\$1,266,740	\$86,045	7.3%
Community Colleges	\$147,167,467	\$1,944,776	\$1,591,700		\$150,703,943	\$5,936,745	\$3,292,750		\$160,333,438	\$9,229,495	6.1%

SYSTEM-WIDE INCREASES

FY96 Library Support Increase								\$770,000	\$770,000	\$770,000	7.0%
Accountability Initiatives								\$2,000,000	\$2,000,000		
Fund Raising Incentive Program								\$2,000,000	\$2,000,000		

TOTAL	\$617,523,641	\$3,639,944	\$11,000,000	\$1,464,290	\$633,627,875	\$21,802,644	\$16,243,751	\$0	\$770,000	\$678,444,270	\$42,816,395	6.8%
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COORDINATING CHANGE AND IMPROVEMENT THROUGH FISCAL STABILITY

Massachusetts Higher Education Coordinating Council Budget Request for Fiscal Year 1996

OVERVIEW

Five years from a new century, higher education stands at a crossroad as it charts its future direction. While American higher education unarguably continues to be the envy of the world, that same world is transforming life more rapidly than ever before. Demographic changes, new economic realities, heightened public expectations, and competing societal needs are pressuring higher education to fundamentally re-evaluate the way it delivers services both in form and content. Many state systems of higher education are moving forward aggressively to address the challenge of change. Tomorrow's reality is a global society where creativity and innovation will replace reliance on economic growth and tradition.

The principal charge of a coordinating board is to foster and advocate for an environment which ensures that college and university campuses, functioning as a system, contribute directly to the prosperity of the state. Today, achieving this goal goes beyond traditional concepts of quality in higher education to measurable improvements in student learning and rigorous self-evaluation directed toward new opportunities for productivity and accountability. This is the hallmark of a distinguished higher education system preparing for the challenges of the next century. It is the company in which public higher education in Massachusetts belongs.

The Higher Education Coordinating Council has made this charge its mantle for the future. Since its inception in 1991, the Council has fundamentally restructured the way it carries out its statutory mandate by regularizing the annual cycles for budgeting, tuition setting, and program approval. Integral to this effort has been the refinement of the Council's own mission statement, that of the system, and the development of new mission statements for each of the fifteen community colleges, nine state colleges and five campuses of the University of Massachusetts. At the same time, the Council has sought to link mission refinement with the distribution of limited resources. By clarifying mission direction and then targeting its budget recommendations toward changes in mission, the Council has established a new structural context for boards of trustees to set direction for their institutions.

The challenges of the future also require a new planning agenda for higher education. This is particularly important in terms of replacing or improving outdated policies or practices in delivering higher education. In September, 1994, the Higher Education Coordinating Council adopted "Using Coordination and Collaboration to Address Change: Toward a System Plan for Public Higher Education in Massachusetts" which includes five goals to achieve a better

coordinated, high quality system of public higher education in the Commonwealth. These goals consist of

- Improving Student Access and Retention
- Raising Expectations for Student Performance
- Aligning Programs with Mission
- Demonstrating Accountability for Institutional Progress
- Increasing Collaboration as a System

To achieve the goals of the plan, activities in the coming months will be focused. Financial aid will be directed to improve student access, choice, and retention. Admission standards will be revised to ensure that students are prepared for collegiate coursework. New technology will be applied to promote student success toward graduation. Program review will reduce duplication and promote coordination and collaboration among the campuses. Institutions will refine their programs consistent with their mission and focus. Outcome and performance measures will be applied to on-going activities through periodic assessment. Intersegmental planning and sharing of resources will guide approval of new programs and budget allocations.

Guided by these goals, the Council is recommending a budget request for Fiscal Year 1996 which promotes excellence and change for higher education as a system in Massachusetts while sustaining fiscal stability. This budget also begins to address the main imperatives for the 1990s as identified by the plan. These imperatives include meeting the challenge of changing demographics, preparing for new technologies and a rapidly changing work environment, and managing resources with greater efficiency. Institutionalizing assessment of institutional progress in meeting these challenges is a key element of this plan.

The Council's 1996 budget request includes three major components.

Mission Core

Support for base budget requirements which fund instructional programs, facilities, operations and maintenance, and equipment needs. These core needs are funded using a formula developed in 1992 by a Task Force of Council Staff and representatives of the institutions. These funds promote the teaching and learning functions of the institutions and provide base-line support on an annual basis.

Mission Enhancement

In order to continually focus institutional energies in new directions, mission enhancement funds are allocated to promote new academic technology, improve the quality of academic disciplines, emphasize performance and assessment, and support economic development through campus activities. These initiatives are intended to raise expectations of student performance, improve student retention, reduce the time to graduation, maintain access and opportunity, improve quality, and increase systemwide collaboration. The main objective is to increase the benefits to the State.

as a return on its investments in higher education. Coincident with these new initiatives will be the establishment of institutional performance measures which demonstrate accountability for institutional progress.

Mission Support

Two fundamental and on-going commitments in higher education include support for library collections and financial assistance to students. This budget proposes that they be addressed vigorously based on an evaluation of new library needs and existing financial aid programs. Both reviews are underway. Two new initiatives are proposed in the areas of systemwide accountability and private fund raising. The systemwide accountability initiatives will encourage efficiencies in the use of resources and assessment of the quality of academic programs. Accountability initiatives will include annual financial audits of institutions and periodic review of programs. The private fundraising incentive program is designed to promote an environment of fiscal stability by rewarding campuses for diversifying their revenue sources and attracting private dollars to support public activities.

The Council's budget request for Fiscal Year 1996 will help ensure that the system is more accountable for its performance and outcomes, more focused on programs of strength, more efficient in its use of resources, and ready to meet the challenges of a changing demographic, economic, and technological environment. Specific outcomes for measuring progress and achievement will be developed and used in subsequent years to guide budget development. As we approach the new century, fiscal stability, clarity of direction and purpose, and coordination and collaboration will chart higher education's course in service to the Commonwealth.

THE FY 1996 BUDGET REQUEST

The Higher Education Coordinating Council has the responsibility to coordinate preparation of the annual budget request for higher education in Massachusetts. For Fiscal Year 1996, the Council recommends a total budget appropriation for higher education of **\$753.3 million**, an increase of **6.6%** over Fiscal Year 1995. The additional funding would address specific campus needs, new systemwide activities, student financial aid, and on-going commitments to special programs.

INSTITUTIONAL SUPPORT

The vast majority of the Council's Fiscal Year 1996 budget request is for the continued and improved operations of the 15 community colleges, 9 state colleges, and the University of Massachusetts. Here the Council is making a single request for each segment of the system with a particular emphasis on institutional mission advancement.

All funding recommended by the Council through the State budget appropriation is intended to advance each institution's mission. Mission Core Funding provides through the formula a base level of support for each institution to carry out its basic mission. Mission Enhancement Funding supports program initiatives that move the institution in new program directions or improves the quality of existing programs. Monies provided through system allocation for Educational Reference Materials, disadvantaged student support programs and other systemwide priorities are designated to support common and unique needs of the institutions.

This year all institutional funding, including mission initiatives, mission core funding, Educational Reference Materials and McNair programs, is presented as a single unitary amount for each institution and each segment. The objective of presenting these unitary institutional and segmental recommendations is to clarify the relationship between mission initiatives and formula based factors in the budget request and to show actual allocation of Library and McNair program accounts.

The following outlines the three areas of mission funding recommended by the Council for each segment in FY 96. Recommended increases follow the discussion of each budget area.

1. Mission Core Funding

The Council's budget formula is designed to indicate the level of funding need at each institution using previous fall semester data as the base line. When the formula results in a significant gap between the base level of funding need and the actual funding available, it reveals that there is inadequate funding to support the core program needs of the institution. Core program needs, in terms of specific faculty and staff positions and/or supplies and equipment, are identified by each institution and are described in the campus summaries included in a later section of this request.

The *formula indicated need* is compared to total funding available to each institution from state appropriations, mandatory student fees and credit bearing courses within the Division of Continuing Education. The difference between anticipated revenues and formula indicated need is the formula gap. The Council recommends that 20% of the formula gap be met during FY 1996 (The amount includes an allowance for an inflationary increase of 2.8% in the non-salary areas of the formula, where appropriate.)

University	<u>\$ 11.4 million</u>
State Colleges	<u>\$ 4.5 million</u>
Community Colleges	<u>\$ 5.9 million</u>

2. Mission Enhancement Funding

This portion of the budget request supports new or improved program initiatives that

clearly move the institution in a direction which enables the achievement of its stated mission. For FY 96 resources have been targeted to support the following priorities:

New Academic Technology -- College and university campuses will be assisted with efforts to modernize and upgrade academic equipment to improve both laboratory and classroom instruction. This will include computing, telecommunications, and multi-media technology, laboratory materials and equipment, and related resources to help advance the quality of instruction. In preparation for the work world, students must have learning experiences on campuses which prepare them for an increasingly technological society. This effort is consistent with the statewide economic development plan "Choosing to Compete" which details a strategy for job creation and economic growth in Massachusetts. This plan emphasizes education and technology as key factors determining the future competitiveness of the Commonwealth. The New Academic Technology initiatives also builds upon the statewide education technology plan, "Mass Ed On-line," which promotes the goal of providing *every learner in the Commonwealth with the opportunity to use, productively, state-of-the-art technology within six years.*

Enhancement of Academic Disciplines -- The quality of instructional programs key to the mission of the institution will be broadened and strengthened through programmatic review and assessment, focused course offerings and improved standards for academic performance. New disciplines and new directions in existing disciplines require concerted efforts to afford students opportunities which are current and competitive.

Improved Academic Advising and Assessment -- This initiative includes innovative programs for the advancement of student advising and assessment, with particular emphasis on efforts which regularize institutional assessment of learning outcomes. With assessment and increasing emphasis on performance, strategies to address individual student needs are essential to promote successful retention and timely graduation.

Support for Regional and Statewide Economic Development -- Regional and Statewide economic development will be supported through programs of service and outreach which bring the resources and instructional programs of the colleges to bear on the particular needs of communities and small businesses. In addition to contributing to the economic health of the state, activities in this area will offer students real life experiences as a part of their educational experience. This effort is, again, consistent with the statewide economic development plan, "Choosing to Compete," which is a comprehensive blueprint for improving the state's economic competitiveness. It also supports the Executive "Learning to Compete" plan which outlines implementation of an effective school-to-work program for the Commonwealth. Examples of these linkages are detailed in the institutions' mission initiatives requests.

By providing that new state resources for these initiatives must be matched at each college on a 25% basis through the reallocation of existing resources, the budget recognizes the mutual responsibility of the State and the institutions in promoting these priorities. Recommended increases in *Mission Enhancement Funding* for each segment are as follows:

State Colleges:

The State Colleges presented proposals for funding of mission initiatives in the amount of \$11,591,082. After review of the proposals and meetings with the campus leadership, the Council is recommending \$4,136,184 for support of new mission initiatives or 36% of the total mission initiatives request proposed by the State Colleges. These initiatives provide that 25% of the cost of the recommended mission initiatives will be funded through internal reallocation at the institution.

\$ 3.1 million
(75% State Appropriation)

Community Colleges

The Community Colleges presented proposals for funding of mission initiatives in the amount of \$11,383,770. The Council is recommending \$4,390,333 for support of new initiatives or 39% of the total mission initiatives request proposed by the Community Colleges. These initiatives provide that 25% of the cost of the recommended mission initiatives will be funded through institutional reallocation of funds.

\$ 3.3 million
(75% State Appropriation)

University of Massachusetts:

Using the same categories of mission initiatives, the University is requesting \$9,848,863 to enhance technology, increase diversity, and improve teaching and learning. In addition, it is proposing a number of joint projects with the State, Federal government, business and industry to strengthen the University's role in economic development.

\$ 9.8 million

The University request for \$0.5 million for Special Campus Need at the Lowell campus is not recommended. In the opinion of the Council, it is more appropriate that the changes being proposed be funded through reallocation of internal resources.

3. Mission Support

The Council is requesting four activities to be funded in the category of Mission Support. The Library Educational Reference Materials and McNair programs are continuing activities. Two new activities in the areas of accountability and private fundraising are proposed for next year.

- **Library Educational Reference Materials**

A total of **\$11,770,000** is recommended for Library Educational Reference Materials, an increase of **\$770,000** or 7% over Fiscal Year 1995. This appropriation is used for the purchase of scholarly journals, reference books and electronic media and provides an important source of support for research and scholarly inquiry by both students and faculty. In the past several years, visiting teams representing the New England Association of Schools and Colleges have criticized the extent and adequacy of library collections at several campuses. The University of Massachusetts' position in national ranking of research libraries has declined in recent years, a slide which must be halted. There is a critical need to increase acquisition of reference materials on all the campuses. Decisions on the distribution of this appropriation among the campuses in FY 1996 will be made in consultation with the Massachusetts Association of College and University Librarians.

\$ 770,000

- **McNair Programs**

A total of **\$3,951,135** is recommended for the Ronald E. McNair programs. While no increase is recommended in this budget, a working group of University, State College and Community College representatives, and including outside experts on access and retention, will conduct a review of the McNair programs. The group's task is to determine the best strategies to raise the success rate of students within all sectors of the public system with a goal of creating model student retention initiatives for the system. The Council may want to amend this recommendation following the evaluation of the working group.

- **Accountability Initiatives**

Two key priorities in the Council's planning document "*Using Coordination and Collaboration to Address Change*" are raising expectations for student performance and measuring institutional outcomes. Concerns about raising admission standards, improving student retention and success, and improving fiscal accountability are the emphases in this systemwide initiative. Funding from an appropriation request of **\$2,000,000** will be distributed by the Council for proposals submitted by the institutions for new accountability initiatives.

\$ 2.0 million

- **Private Fund Raising Incentive Program**

The Council's budget request sets forth a statewide initiative providing seed money to promote external fund raising from private sources. An allocation of **\$2,000,000** is being requested to provide one dollar in state funding for every three dollars of new private funds raised by the institution during Fiscal Year 1996. It is intended that institutions, through their campus foundations, will seek monies for special scholarships for outstanding students, improvements in campus culture and experimental efforts toward improving academic quality.

\$ 2.0 million

STUDENT FINANCIAL AID

Over 60,000 Massachusetts residents attending public and private colleges receive scholarships and loans through the Massachusetts Office of Student Financial Assistance. A fundamental responsibility of the Council is to promote access and choice within higher education through the coordination of student financial aid policies and the administration of all state financial aid programs. The Council's role is to establish financial aid policies which serve all Massachusetts residents in the public and private sectors of higher education.

In 1988 the work of a Blue Ribbon Task Force resulted in the consolidation of outdated programs and brought about a more rational financial aid structure. Since that time, several changes have taken place affecting both financial aid policy and the students who receive assistance. These changes give rise to a reasonable question as to whether the current array of financial aid and student support programs provided by the Commonwealth will continue to meet the needs of new student populations and the institutions they choose to attend.

This issue has been addressed as a priority in the Council's planning document "*Using Coordination and Collaboration to Address Change*" (adopted September, 1994). In accordance with that plan, the Chancellor has appointed a task force of public and independent college presidents, financial aid administrators, students, and financial aid policy experts to review the current array of programs provided by the state and make a series of recommendations to guide financial aid policy for the future. This evaluation will look at all state programs including grants, loans, and tuition waivers.

In recognition of the ongoing work of this Task Force, for FY96 the Council is requesting an increase of **\$3,250,000** or **5.0%** in financial aid. Distribution of this allocation will be determined following the recommendations of the panel studying financial aid issues. It should be emphasized that the Council can amend this recommendation following submission of the Task Force report and/or the working group reviewing the McNair programs.

\$ 3.3 million

ADMINISTRATIVE ACCOUNTS

- Higher Education Coordinating Council Offices

A total of **\$3,408,253**, an increase of **\$165,000** or **5.1%** over FY 1995, is recommended for the central office. This increase will provide for full annualization of staff positions filled during the current year and provide funding to strengthen institutional research and planning capabilities required to carry out the Council's new planning initiatives. This funding will enable the Council's central office to improve maintenance of information data systems, preparation of regular and special analysis and reports on higher education and responses to requests for information from the administration, the legislature and the general public. The institutional research and planning function is crucial to the Council's efforts to promote coordination and collaboration as the basis for change across the system.

\$ 165,000

In addition to the increase noted above, the Council is requesting a separate reserve of **\$160,000** to pay for the relocation of the Massachusetts Education Computer Network (MECN) from its present rented facilities at 75 Arlington Street in Boston to a newly created state owned and operated information technology building located in Chelsea. This new facility has been created to house most of the Commonwealth's data centers for the Department of Revenue, Office of Management Information Systems, State Treasurer's Office, Criminal History Justice Board and MECN. Further, **\$20,000** is being requested in a moving expense reserve for a possible relocation of the State Financial Aid Office in Fiscal Year 1996.

\$180,000

- Health and Welfare Account

Collective bargaining contracts currently in effect require that the Council set aside a portion of the appropriation for the University and Colleges to fund certain health and welfare benefit programs for the employees covered by each agreement. Contracts require weekly contributions per FTE employee from the appropriation. The Council is recommending that **\$4,284,988** be appropriated for this purpose in Fiscal Year 1996. This amount consists of **\$1,996,000** which is included within the appropriation line for the University, **\$1,022,248** provided in a separate appropriation line for the State Colleges and **\$1,266,740** provided in a separate appropriation line for the Community Colleges. A combined increase of **\$107,900** is requested for these accounts which will address improvements in benefits provided to other state bargaining units.

\$ 107,900

Two additional programs administered by the Council are recommended for continuation in FY 1996 at the same funding levels provided in the current year.

- Compact for Education

A total of \$60,500 is recommended for the Compact for Education, an interstate organization to which all fifty states belong. Through this Compact, research and studies are performed in a cost effective manner on issues central to education across the nation. This approach avoids expensive duplication of effort by individual state systems.

We are recommending that this item be placed within the appropriation for the Executive Office of Education since it supports both K-12 and higher education.

- Tufts School of Veterinary Medicine

A total of \$4,450,000 is recommended for the annual state subsidy to the Tufts University School of Veterinary Medicine. The School provides the only advanced program in veterinary science within the New England area. This subsidy was initiated in 1984 to assist Tufts University in meeting the extraordinary costs of the new veterinary school. In exchange the school provides the public and various state agencies with veterinary science services.

Since this appropriation supports contractual services provided to a variety of state agencies, we recommend that these funds be included in the budget directly under the Executive Office for Administration and Finance.